

Enhancing Citizen Services through E-Gov – Mark Forman

How will we use 21st Century technology to improve citizen-centered government? In June 2001, Mr. Forman was appointed to oversee implementation of information technology throughout the federal government. As the leading federal e-government executive, he is responsible for ensuring that the federal government takes maximum advantage of digital technology and best practices to improve quality, effectiveness, and efficiency. He also leads the development and implementation of federal information technology policy, and is responsible for a variety of oversight functions statutorily assigned to OMB. He manages the e-government fund established in the President's Budget to generate interagency e-gov innovation. Mr. Forman directs the CIO Council, which consists of federal agency chief information officers.

Mr. Forman said the e-Gov is important, but its importance is in whether citizens are being better served by it. Its goal must be to champion citizen-centered electronic government that will result in a major improvement in citizen perception of the value of government. Agencies will evaluate their IT systems in terms of citizens' needs not agency needs. The federal government has spent \$53 billion on information technology. The IT investment must produce more value out of the technology. Technology can create and maintain citizen-centered government by enabling government agencies make better decisions faster. That's what the Internet is about – fast access to information and service. Using digital technology can transform the government. It is changing the way we do our work and will help focus government on results – the primary result being how well the public is served. We should create new and more efficient solutions rather than just automate existing processes and information. IT systems within agencies and between agencies must be compatible and able to communicate with one another. To accomplish these broad objectives, the Administration is supporting projects that will be applicable across agency boundaries, such as e-procurement, e-grants, e-regulations, creating easy to find single points of access, share information across organization lines more quickly, and disseminate best practices across government to reduce costs. Government needs to be accessible to all citizens and government actions need to be transparent to citizens

The President's Management Agenda focuses on 5 elements only, and those 5 elements will make significant progress in transforming government. These elements are tightly intertwined.

- i. Human Capital – This is essential to transforming government because of the potential for government to lose its expertise and experience due to retirement of key personnel and budgets demanding downsizing and technology requiring fewer people and different skills.
- ii. Financial Management Systems – must line up with performance based budget and must be integrated to be more effective – use database and systems to manage resources better.
- iii. Outsourcing – becomes essential as government downsizes
- iv. Simplifying processes – must do this and must integrate across agencies
- v. E-Government – cuts across multiple agencies to focus governments on service to citizens.

Polls show that 76% of the people who have Internet access have visited government sites. For citizens, federal, state, and local government are interrelated. The reasons for e-Gov are: easier for citizens/businesses to get information; easier for government, citizens, and business to work together; minimize burden for business and citizens (collect data only once and make multiple use of data across agencies rather than requiring customers to complete

same information many different times and places. E-Gov can improve operations and decision-making. In looking at the overlap and redundancy across government, there are 56,000 government forms on the web on separate sites with many collecting the same data elements for different purposes with an average of GS-11/12's keying in the same data. We must use forms better. Another example of redundancy and lack of collaboration forgetting citizen needs can be seen by clicking on unemployment help on the firstgov home page. There are 1000 places to get this help but it takes a very long time to work your way through the sites to find the exact help needed. That's why the 3-clicks to service goal is essential – citizens deserve answers to their questions/problems in 3 clicks or less. This elimination of redundancy can eliminate the need for businesses or citizens having to pay a fee to get help to find what – that is not citizen centered.

The grants area is a good example – after September 11, looking at grants sites for programs for disaster for the victims revealed 1050 different grants by 250 bureaus which would require visiting each site and completing the same information on different application. It would take 4 years to get the help needed and that is definitely not citizen-centered government.

We need technology but technology does not automatically result in good management. We must first have good management and then use technology to improve the way we work and the way we serve citizens and business. We must force vendors to understand our business and work as integrated project teams to leverage technology so that the technology supports improved management. E-government is the key element for modernizing government for improving service to citizens.

The Vision: an order of magnitude improvement in the federal government's value to the citizen: with decision minutes or hours, not weeks or months.

The Definition: the use of digital technologies to transform government operations in order to improve effectiveness, efficiency, and service delivery.

The Principles:

- *Integral component of Five-part President's Management Agenda*
- *Market-based, Results-oriented, Citizen-Centered*
- *Simplify & Unify*

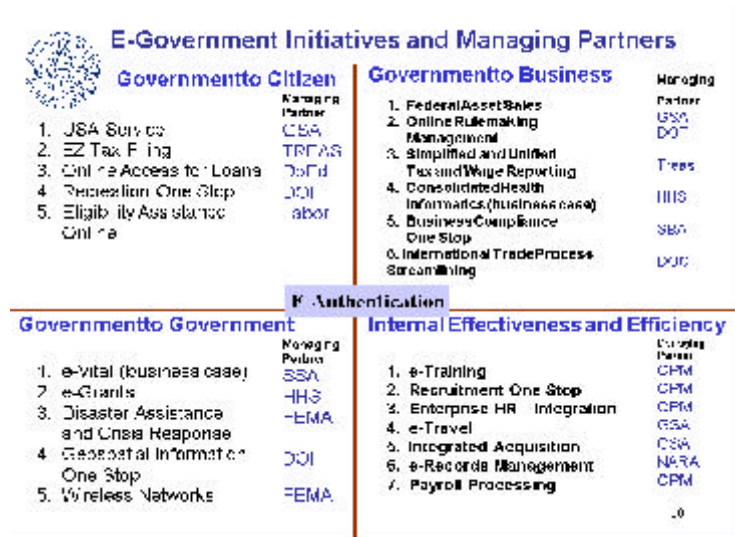
The federal government must make good business cases and develop a blueprint for modernization and process integration. James A. Champy in his book X-Engineering the Corporation: Reinventing Your Business in the Digital Age says deep harmonization – working together around the customer. Technology is available that can be deployed cheaply to give the customer easy access and quick response. We must be able to quickly identify customer needs or problems, identify the resources needed and available to resolve, but the infrastructure to access the resources must be in place. We need technology and business processes that facilitate working together across department and agency lines. GSA's Office of Citizen Services is responsible for creating one-stop shopping across federal, state, and local governments. The principles for e-Gov must be to unify and simplify. OMB will require in the 2004 budget submission that agencies that overlap (in services provided or information collected) must partner and leverage their IT investment. The next year will take it to a higher level and look across business lines from a citizen-centered perspective – "What are all the different business lines that a citizen's business must interact with?"



Today information is power but tomorrow information will be a given. Power will be the ability to make good decisions based on fast access to an analytics for multiple information. We need a new value chain for the way we do our work so that we respond to a request for service with where the expertise is to respond (Who) and what resources are available and needed to respond. Enterprise Resource Planning (ERP) will make it possible for government to do this. Many agencies are involved in already.

There are four portfolios for e-Government service:

1. Individuals – need one-stop shopping to get service or provide information
2. Business – collect data once and use for multiple purposes across government with data interchange. Use leverage of e-business that already has systems available to do this (XML, XBRL, CATS XML). We don't have to create new tools for grants, geo-spatial information, homeland security. We need to bring the best in e-business for efficiency and to leverage investments better. One initiative in this area is e-authorization which is crosscutting (do not want businesses to have different password for each program and/or agency)
3. Intergovernmental (Gov-to-Gov) – many state and local governments are putting e-vitals on line and need to share across governments; need to use same forms; need to be able to determine all funding (state/fed/local) going to specific areas (economic development, disaster management).
4. Internal efficiency and effectiveness – we need integrated business processes. Eliminate investments in redundant IT.



Geo-spatial data is one example of waste and redundancy across government with different agencies using and each doing their own thing. USA services and Recreation One Stop will tie multiple services (and agencies) together in one place to give citizens one face to government. USA Services will use enterprise response management and customer relationship management (CRM) technologies to do this. GSA has the lead and many agencies are involved. There are huge customer segments in recreation, which is the predominant reason for citizens to use government web sites.

Citizens and businesses want to provide input on regulations. Forty two million people looked at regulatory web sites last year, and 65 million downloaded proposed regulations. Since there aren't 65 million lawyers, people and businesses must be interested. Business already has systems to help manage this input and government needs to use these. There are e-mail response systems and CRM to pull input from different channels together for analysis and use. We in government do not need to compete to see who can develop the best tool.

Business compliance is another area for single shopping – projects are underway for restaurants and trucking with federal, state, and local cooperation. We are working with the National Governors Association (NGA), state CIO association, National Association of Counties (NACA), and the League of Cities on e-forms on 3 different levels: designing and deploying, developing business case and funding requests, and overseeing the projects.

To see progress on the Modernization Blueprint, go to fea.pmo.gov (federal enterprise architecture program management office). The site provides information on who and what is being done and opportunities to partner. Privacy and security are key issues to a successful blueprint. The blueprint must eliminate redundant infrastructure and leverage collaboration using unity and simplicity as the guiding principals. There are 2 tiers to the architecture: get agencies to focus and develop their own good blueprints and get them to work together. The chart shows the progress we are making on e-Government. DOL and OPM have done remarkable turnarounds. The National Science Foundation is at the top. The Department of Commerce uses a project matrix to determine critical assets of business systems that could be attacked and how to protect. SSA has done great work in secure case management systems.



Our progress... **WE ARE SEEING CHANGE**

Cabinet Department and Agency Progress (16 Greens on Progress)

- **Business Cases**
- **Modernization Blueprints/Architectures**
- **Security**

Tangible Cross-Agency Results

- **Firstgov: 3 clicks to service, search, etc., One of Yahoo's 50 Most Incredibly Useful Websites**
- **IT Strategy Drove FY03 IT Budget**
- **Office of Citizen Services**
- **Strategic Modernization Blueprints**
- **Deployments of E-Government Initiatives (21 in May-Sept)**
- **Collaboration Tool**
- **Cyber security (GISRA Baseline, New Committee, FedCIRC, etc)**
- **FEA Business Reference Model**
- **Innovation and Cross Agency Cooperation Success Stories (GovBenefits >100 programs, USA Today endorsed; GOLEARN.gov)**
- **U.N. Rating: U.S. Number 1 in E-Government**

Citizens must see results. The order of magnitude improvement in government's value to citizens will be reflected in decisions in minutes/hours not weeks, no need for (paid) help for government filings, businesses do not have to do multiple submissions of same data, federal government can report immediately on funding in a specific area or on specific projects, federal/state/local emergency response agencies team for quick response and lives/cost savings, citizens have opportunities to easily access and provide input to proposed laws, regulations, and policies.

The Administration is expanding and improve firstgov.gov to ensure convenient entry for citizens to government service. Agencies will undertake a Key Public Infrastructure (KPI) to promote digital signatures. The federal government will create and use a single e-procurement portal, www.FedBizOpps.gov to provide notices of all solicitations over \$25K. Further, agencies will allow grant applicants to apply and manage grant funds on line through a common web site. Major regulatory agencies will inform citizens of cases before them, allow on-line access to case and decision making information and regulatory development through electronic docket management systems (DOT's system and EPA's e-dockets).



In Conclusion, Success Requires A Passion for Solutions

- Measures of success linked to program performance
- Successful Management of Change Requires Innovation
- Transform: Unify and simplify around customer needs
- Address chronic problems, don't ignore them, e.g.:
 - Good ideas that lack proper security and business case
 - Opportunities to leverage partially funded, redundant IT initiatives to get full benefit
- Prevent focus on just Web enabling